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64-5289

OFFICE OF THE DIRECTOR

Action Memorandum No. A-410

Date 27 JUL 1964

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TO : Deputy Director (Plans)
Deputy Director (Intelligence) ER 64-7387, 4 Nov 64
Deputy Director (Science and Technology)
Deputy Director (Support)

SUBJECT : Reduction in On-Duty Strength Levels

REFERENCE:

1. The Director's decision to adjust position authorizations for FY 1965 and FY 1966 compels us to initiate certain constructive efforts designed to meet our end-year target strength levels. Immediate attention must be given by each Deputy Director to those avenues which provide an acceleration in the separation of personnel who are unnecessary to his needs while at the same time assuring minimal adverse impact on the employment of any career employees whose performance has been satisfactory.

2. There are four such avenues:

a. Military Personnel.

(1) We have on duty over military personnel and yet have designated only approximately positions as requiring active-duty military skills. This suggests position-by-position review of military personnel on duty to determine whether or not an active-duty military officer or enlisted man is absolutely essential in each case. Any position currently filled by a military man which could be filled by a CIA civilian employee should be identified and the officer returned to his parent service.

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(2) The Director of Personnel has been instructed to initiate this survey immediately in concert with the Deputy Directors and to submit his recommendations to me no later than 1 November 1964.

(3) This action should be undertaken in such a manner that there is no implication that military assignees are considered to be less valuable as individuals to CIA than in the past or that there is any change whatever in the long-established Agency policy to welcome the assignment of military personnel whose unique skills are required. The purpose of the survey is to achieve a more positive compliance with the provisions of DOD Directive No. S-1315.3, dated 5 December 1957, and to utilize career CIA employees in all positions for which they can qualify. Taking into consideration those jobs which can be performed equally well by civilian employees and those jobs which may no longer be necessary at all, I would hope that [] or more military can be declared surplus to our immediate needs and returned to their parent services with no adverse impact on either the individuals concerned or our relations with DOD.

b. Retirement.

Agency Regulation [] established the policy that employees are expected to retire when they have achieved certain specified combinations of age and length of service. In the past we have been very lenient in granting waivers to this policy. We must now take a more objective and organization-oriented viewpoint on this matter. In the future exceptions should be granted only when an employee's skills are truly irreplaceable from within the Agency or when a real financial hardship would result which would materially affect the employee's ability to maintain the necessities of life. Failure to exercise mature judgment in planning for retirement and the assumption of unnecessary financial obligations by individuals approaching retirement age will not be considered adequate reasons for retaining an employee beyond his normal retirement date. Accordingly, you should review all current exceptions to the retirement policy and provide to me by 1 November 1964 specific recommendations either rescinding or revalidating each case by name in accordance with a strict interpretation of the above criteria.

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c. Substandard Performance.

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The Director does not intend to implement the provisions of HR [] at this time. However, he expects that all supervisors shall aggressively identify substandard performance as warranted and initiate separation action under the provisions of HR []. The Office of Personnel reports that during FY 1964 only three-tenths of one percent of our personnel were separated under these provisions. It is difficult for me to visualize that it is realistic for an organization of this type and size to separate only [] employees in any one year as not meeting the standards of performance required. Each Deputy Director should take immediate steps to identify and recommend for separation under HR [] those individuals whose record of performance do not justify retention in the Agency as being in the best interests of the U. S. Government. The Director of Personnel will provide assistance as required in this effort.

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d. Surplus Skills.

(1) The Agency Career and Position Classification System provides for the designation of positions and employees within certain occupational and career fields across organizational lines. Although we cannot afford to maintain any position not essential to the performance of the Agency or unit mission, we must avoid subverting the Agency career system through the assignment of unqualified personnel to positions within established career fields. At the same time we must make every effort to afford retraining opportunities to individuals when the best interests of the Agency and good personnel management and manpower utilization can be served thereby.

(2) If a position planned for elimination carries the career designation of a career service outside the career system of the Directorate controlling the position, the proposed elimination should be discussed with the Head of the Career Service concerned before any final action is taken. This instruction should not be construed as circumscribing or limiting a Deputy Director's authority to eliminate any position which he deems to be no longer necessary, irrespective of Career Service.

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(3) Deputy Directors should not fill positions requiring skills and training not normally attributed to their Career Services with their own Career Service designees merely to absorb surplus personnel. In order to know what our true manpower situation is with respect to skills required and jobs to be performed, deliberate mis-assignment and the assignment of unqualified individuals to positions must be avoided. Therefore, the Director of Personnel has been asked to assure that reassignments are consistent with established position career designations and with the qualifications and the potential ability of the individual involved.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick
Executive Director-Comptroller

BPAM /caw 24 July 1964

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